

**TRANSFORMATIONAL LEADERSHIP, KNOWLEDGE  
MANAGEMENT, ENTREPRENEURIAL ORIENTATION  
AND ORGANISATIONAL EXCELLENCE IN THE HIGHER  
EDUCATION INSTITUTIONS IN NIGERIA**

**MOHAMMED ABUBAKAR SADIQ**

**DOCTOR OF PHILOSOPHY  
UNIVERSITI UTARA MALAYSIA**

**March, 2014**

**TRANSFORMATIONAL LEADERSHIP, KNOWLEDGE MANAGEMENT,  
ENTREPRENEURIAL ORIENTATION AND ORGANISATIONAL  
EXCELLENCE IN THE HIGHER EDUCATION INSTITUTIONS IN NIGERIA**

**BY**

**MOHAMMED ABUBAKAR SADIQ**

**Thesis Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
Universiti Utara Malaysia,  
In Fulfillment of the Requirement for the Degree of Doctor of Philosophy**

## **PERMISSION TO USE**

In presenting this thesis in fulfillment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this University may make it freely available for inspection. I further agree that permission for copying this thesis in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in the absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my thesis. It is understood that any copying or publication or use of this thesis or part of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my thesis.

Request for permission to copy or make other use of materials in this thesis in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business  
Universiti Utara Malaysia  
06010 UUM Sintok  
Kedah Darul Aman

## ABSTRACT

The past three decades had witnessed increasing challenge to the higher education institutions especially the public-owned ones. This challenge had been for the institutions to think like the corporate enterprises towards becoming world class so as to ensure improved excellent performances. However, there had been little research on the impact of transformational leadership and knowledge management as well as the moderating role of entrepreneurial orientation on performance excellence of higher education institutions especially in Nigeria. Based on the Resource Based View and Complementary Asset Theory, this study thereby aimed to determine the significance of relationship between transformational leadership and organisational excellence, and the significance of relationship between knowledge management and organisational excellence in the public higher education institutions in Nigeria. The study further aimed to determine the moderating role of entrepreneurial orientation on the relationship between transformational leadership and organisational excellence, and on the relationship between knowledge management and organisational excellence. Data were collected from division heads in the public higher education institutions in the North-Central and South-Western geo-political zones of Nigeria. The study employed multistage sampling procedure with the use of survey questionnaires. Out of the 480 questionnaires distributed, 383 were returned with only 372 usable giving a 77.5 percent response rate. The 372 usable responses were analyzed through SPSS 20.0. Multiple regressions were used to investigate the relationships between transformational leadership, knowledge management, entrepreneurial orientation and organisational excellence. Results showed significant positive relationships between transformational leadership and organisational excellence and between knowledge management and organisational excellence. The results also showed that entrepreneurial orientation moderates the relationship between transformational leadership and organisational excellence, and that of knowledge management and organisational excellence.

**Keywords:** organisational excellence, transformational leadership, knowledge management, entrepreneurial orientation

## ABSTRAK

Sejak tiga dekad yang lalu, pelbagai cabaran telah timbul dalam institusi pengajian tinggi khususnya institusi awam. Cabaran ini memerlukan institusi-institusi pengajian ini berfikir secara organisasi korporat ke arah menjadikannya bertaraf dunia bagi memastikan peningkatan prestasi yang cemerlang. Namun tidak banyak kajian mengenai kesan kepimpinan transformasional and pengurusan pengetahuan serta peranan orientasi keusahawanan sebagai penyederhana terhadap prestasi kecemerlangan institusi-institusi pengajian tinggi khususnya di Nigeria. Berdasarkan Teori Berasaskan Sumber dan Teori Aset Pelengkap, kajian ini bertujuan untuk menentukan hubungan signifikan di antara kepimpinan transformasional dengan kecemerlangan organisasi dan di antara pengurusan pengetahuan dengan kecemerlangan organisasi di institusi-institusi pengajian tinggi awam di Nigeria. Kajian ini juga bertujuan menentukan peranan orientasi keusahawanan sebagai penyederhana ke atas hubungan di antara kepimpinan transformasional dengan kecemerlangan organisasi dan hubungan di antara pengurusan pengetahuan dengan kecemerlangan organisasi. Data dipungut daripada ketua-ketua bahagian di institusi-institusi pengajian awam di bahagian Utara-Tengah dan Selatan-Barat zon geo-politik di Nigeria. Kajian ini menggunakan prosedur persampelan pelbagai peringkat melalui tinjauan soal-selidik. Daripada 480 borang soal selidik yang diedarkan, 383 telah dikembalikan dengan hanya 372 yang boleh digunakan menjadikan kadar respons sebanyak 77.5 peratus. 372 respons yang boleh guna telah dianalisis melalui SPSS 20.0. Regresi berganda telah digunakan untuk menguji hubungan-hubungan di antara kepimpinan transformasional, pengurusan pengetahuan, orientasi keusahawanan dan kecemerlangan organisasi. Dapatan kajian menunjukkan hubungan positif yang signifikan di antara kepimpinan transformasional dengan kecemerlangan organisasi dan di antara pengurusan pengetahuan dengan kecemerlangan organisasi. Selain itu dapatan kajian juga telah membuktikan peranan orientasi keusahawanan sebagai penyederhana ke atas hubungan di antara kepimpinan transformasional dengan kecemerlangan organisasi dan di antara pengurusan pengetahuan dengan kecemerlangan organisasi.

**Kata Kunci:** kecemerlangan organisasi, kepimpinan transformasional, pengurusan pengetahuan, orientasi keusahawanan

## ACKNOWLEDGEMENT

Alhamdu Lillahi Robil Alameen. My appreciation goes to Almighty Allah, the Giver of knowledge and Bestower of wisdom. Whosoever Allah has bestowed with wisdom, He has bestowed him with best thing in this world and the hereafter. I appreciate Him and adore Him for making this dream a success.

My appreciation goes to my late parents Late Mallam Mohammed Sanni Alao and Alhaja Mohammed Juweratu Agbeke. With the demise of my father while I was around ten years old, my late mother took full charge and had been in charge till the time of her demise on 13<sup>th</sup> day of December, 2011. I pray Allah to forgive both of you and make Jannatul Firdaus your abode. Amin.

My erudite, ebullient and dynamic supervisor in person of Prof. Dr. Rosli Mahmood is hereby glowingly appreciated. Your experience-based handling, avuncular treatment, fatherly support and scholarstic tutoring and mentoring have greatly contributed to the success of this programme. Thank you Prof.

The outstanding sacrifice, understanding, cooperation and encouragement of my wife and children are hereby acknowledge. I specially appreciate the uncommon and unflinching support of my wife through sacrifice in taking care of our children - Kafayat, Aishat, Zainab, Hamzat, Rahmat and Juwwerat- are appreciated. The efforts of my siblings from the same mother are hereby appreciated.

I appreciate the Federal Government of Nigeria for the sponsorship provided for this programme through the TETFund (Tertiary Education Trust Fund). The cooperation of the authority of the Federal Polytechnic Offa, Kwara State of Nigeria is appreciated. Furthermore, the research grant provided by the Universiti Utara, Malaysia is also appreciated.

My friends, contact persons during data collection, colleagues both at the Federal Polytechnic Offa and Universiti Utara Malaysia, Nigerian faculty members and students at the UUM are appreciated.

Thank you all.

## TABLE OF CONTENTS

	Page No
TITLE	
CERTIFICATION OF THESIS WORK .....	ii
PERMISSION TO USE.....	iv
ABSTRACT .....	v
ABSTRAK.....	vi
ACKNOWLEDGEMENT .....	vii
TABLE OF CONTENTS .....	viii
LIST OF TABLES.....	xiii
LIST OF FIGURES .....	xvi
LIST OF ABBREVIATIONS .....	xviii
<b>CHAPTER ONE: INTRODUCTION</b>	
1.1 BACKGROUND .....	1
1.2 PROBLEM STATEMENT .....	8
1.3 RESEARCH QUESTIONS .....	18
1.4 RESEARCH OBJECTIVES.....	19
1.5 SCOPE OF RESEARCH.....	20
1.6 SIGNIFICANCE OF RESEARCH .....	26
1.7 DEFINITION OF TERMS .....	28
1.8 ORGANISATION OF THE THESIS .....	30
<b>CHAPTER TWO: LITERATURE REVIEW</b>	
2.1 INTRODUCTION .....	33

2.2	ORGANISATIONAL EXCELLENCE.....	35
2.2.1:	Organisational Excellence Defined.....	35
2.2.2:	Historical Development of Organisational Excellence.....	40
2.2.3:	Cores of Organisational Excellence.....	44
2.2.4:	Organisational Excellence Frameworks and Critique.....	50
2.2.5:	Organisational Excellence and Stakeholders in Higher Education Institutions.....	59
2.2.6:	Impacts of Organisational Excellence on Organisation.....	62
2.3:	TRANSFORMATIONAL LEADERSHIP .....	64
2.3.1	Transformational Leadership Defined.....	64
2.3.2	Transformational Leadership Dimensions.....	66
2.3.3	Transformational Leadership and Organisational Excellence.....	68
2.4:	KNOWLEDGE MANAGEMENT.....	71
2.4.1	Knowledge Management Defined.....	71
2.4.2	Dimensions of Knowledge Management.....	79
2.4.3	Knowledge Management and Organisational Excellence.....	84
2.5	ENTREPRENEURIAL ORIENTATION.....	88
2.5.1	Entrepreneurial Orientation Defined.....	88
2.5.2	Dimensions of Entrepreneurial Orientation.....	93
2.5.3	Entrepreneurial Orientation and Organisational Excellence.....	97
2.5.4	Entrepreneurial Orientation as a Moderator.....	99
2.6	UNDERPINNING THEORIES AND THEORETICAL FRAMEWORK.....	103
2.6.1	Introduction.....	103
2.6.2	Resource-Based View (RBV).....	103



2.6.3	Theory of Complementary Assets.....	107
2.6.4	Hypothesised Theoretical Framework for the Research.....	108
2.7	CONCLUSION.....	110
<b>CHAPTER THREE: METHODOLOGY</b>		
3.1	INTRODUCTION.....	111
3.2	RESEARCH FRAMEWORK.....	111
3.2.1	Review of the Philosophical Divides in Social Science Research.....	112
3.3	STATEMENT OF RESEARCH HYPOTHESES .....	115
3.4	OPERATIONALISATION OF VARIABLES .....	117
3.5	MEASUREMENT OF VARIABLES/INSTRUMENTATION .....	117
3.6	DATA COLLECTION .....	122
3.7	POPULATION OF STUDY.....	126
3.8	SAMPLING.....	128
3.9	DATA COLLECTION PROCEDURES.....	129
3.10	TECHNIQUES OF DATA ANALYSIS.....	130
3.11	TEST OF VALIDITY AND RELIABILITY.....	131
3.12	CONCLUSION .....	132
<b>CHAPTER FOUR: RESULTS AND DISCUSSION</b>		
4.1	INTRODUCTION.....	133
4.2	SURVEY RESPONSES .....	133
4.3	NON-RESPONSE BIAS .....	136
4.4	DATA CLEANING.....	140
4.4.1	Detection of Error and Missing Data.....	141
4.4.2	Outliers.....	145

4.5	DESCRIPTIVE STATISTICS - PROFILES OF RESPONDENTS .....	149
4.6	ASSUMPTIONS OF MULTIPLE REGRESSIONS .....	154
4.6.1	Normality.....	154
4.6.2	Linearity.....	156
4.6.3	Homoscedasticity.....	158
4.6.4	Multicollinearity.....	159
4.7	FACTOR ANALYSIS.....	161
4.7(a)	Factor Analysis for the Variables.....	164
4.7(b)	Reliability Test.....	177
4.8	CORRELATION TEST .....	178
4.9	MULTIPLE REGRESSIONS (TEST OF HYPOTHESES).....	184
4.9(a)	Moderation and Regression Analysis .....	184
4.9(b)	Answers to Research Questions.....	187
4.9(c)	Determining the significance of variance due to the interaction effect.....	192
4.9(d)	Determination of Contribution of each Variable to the Final Equation.....	193
4.9(e)	Test of Hypotheses.....	196
4.9(f)	Graphing the Moderation Effects.....	198
4.10	SUMMARY .....	200
 <b>CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS</b>		
5.1	INTRODUCTION .....	202
5.2	RECAPITULATION OF THE STUDY’S FINDINGS .....	202
5.3	DISCUSSION OF FINDINGS.....	203
5.3.1	First Objective.....	205
5.3.2	Second Objective.....	207

5.3.3 Third Objective.....	210
5.3.4 Fourth Objective.....	212
5.4 IMPLICATIONS OF THE STUDY.....	214
5.5 THEORETICAL CONTRIBUTIONS .....	216
5.6 IMPLICATIONS TO PRACTICE .....	218
5.6.1 Policy Makers.....	218
5.6.2 Higher Education Institutions.....	220
5.7 LIMITATIONS OF THE STUDY .....	223
5.8 SUGGESTIONS FOR FUTURE RESEARCH .....	224
5.9 CONCLUSION.....	226
<b>REFERENCES .....</b>	<b>227</b>
<b>APPENDICES.....</b>	<b>259</b>

## LIST OF TABLES

Table 1.1: Nigerian Higher Education Institution by Geo-Political Zones .....	22
Table 1.2: Nature of the Organisation Structure in Higher Education Institution in Nigeria.....	25
Table 2.1: Stakeholder Categories and Constituent Groups.....	61
Table 3.1: Operationalisation of Measurement Variables.....	120
Table 3.2: Cadre of Academic Staff in Nigerian Universities, Polytechnics and Colleges of Education.....	127
Table 3.3: Faculty Staff in Nigerian Higher Education Institutions.....	127
Table 4.1: Summary of the Questionnaire and the Response Rate.....	135
Table 4.2a : Group Statistics for Early and Late Responders in Nonresponse Bias Test .....	138
Table 4.2b: Independent Samples T-Test for Equality of Variance for Early and Late Responders .....	139
Table 4.3a: Descriptive Statistics on Total Score of Organisational Excellence .....	146
Table 4.3b: Descriptive Statistics on Total Score of Transformational Leadership.....	147
Table 4.3c: Descriptive Statistics on Total Score of Knowledge Management .....	148
Table 4.3d: Descriptive Statistics on Total Score of Entrepreneurial Orientation .....	148
Table 4.4 Profile of the Respondents on Age .....	150
Table 4.5a: Pearson Correlation Statistics for the Variables .....	160
Table 4.5b; Collinearity Statistics Showing the Tolerance Values and Variance Inflation Factor.....	161
Table 4.6a: Factor Analysis for Organisational Excellence.....	165
Table 4.6b: Summary Of Organisational Excellence Variable Before And After Item Deletion.....	167
Table 4.7a : Factor Analysis for Transformational Leadership .....	168

Table 4.7b: Summary of Transformational Leadership Variable Before and After Item Deletion.....	170
Table 4.8a: Factor Analysis for Knowledge Management .....	171
Table 4.8b: Summary Of Knowledge Management Without Item Deletion .....	173
Table 4.9a: Factor Analysis for Entrepreneurial Orientation .....	174
Table 4.9b: Summary of Entrepreneurial Orientation Variable Before and After Item Deletion .....	176
Table 4.10: Reliability Analyses .....	177
Table 4.11: Cohen and Pallant Guideline of Correlation Strenght .....	179
Table 4.12: Pearson Correlations for Independent Variable and Dependent Variable	179
Table 4.13: Squared Correlation of the Variable to get the Coefficient of Determination .....	181
Table 4.14a: Partial Correlation of Transformational Leadership and Organisational Excellence Controlling for the Effect of Entrepreneurial Orientation .	183
Table 4.14b: Partial Correlation of Knowledge Management and Organisational Excellence Controlling for the Effect of Entrepreneurial Orientation .	184
Table 4.15: Scenarios of Analysis for Mediation and/or Moderation by Baron and Kenny (1986) .....	185
Table 4.16: ANOVA Output Depicting the Relationship between Transformational Leadership and Organisational Excellence <sup>a</sup> .....	187
Table 4.17: ANOVA Output Depicting the Relationship Between Knowledge Management and Organisational Excellence <sup>a</sup> .....	188
Table 4.18: Anova Output Depicting the Moderation of Relationship Between Transformational Leadership and Organisational Excellence <sup>a</sup> by Entrepreneurial Orientation .....	189
Table 4.19: ANOVA Output Depicting the Moderation of Relationship Between Knowledge Management and Organisational Excellence <sup>a</sup> by Entrepreneurial Orientation .....	191

Table 4.20a: Significance of Variance of Organisational Excellence <sup>d</sup> Due to Interaction of Entrepreneurial Orientation and Transformational Leadership .....	192
Table 4.20b: Significance of Variance of Organisational Excellence <sup>d</sup> Due to Interaction of Entrepreneurial Orientation and Knowledge Management.....	193
Table 4.21a: Summary of Contributions of Each Variable to the Final Equation of Transformational Leadership, Entrepreneurial Orientation and Organisational Excellence <sup>a</sup> .....	194
Table 4.21b: Summary of Contributions of Each Variable to the Final Equation of Knowledge Management, Entrepreneurial Orientation and Organisational Excellence <sup>a</sup> .....	195
Table 4.22: Summary of the Hypotheses Tested by Using Regression .....	197
Table 4.23a: Data to Visualize the Conditional Effect of Transformational Leadership on Organisational Excellence (Based on Process by Hayes, 2014).....	198
Table 4.23b: Data to Visualize the Conditional Effect of Knowledge Management on Organisational Excellence (Based on Process by Hayes, 2014) .....	199

## LIST OF FIGURES

Figure 2.1: Baldrige Education Criteria for Performance Excellence Framework .....	51
Figure 2.2: European Foundation for Quality Management (EFQM) Business Excellence Model (Initial- Madrid 1991 and Final 1992) .....	53
Figure 2.3: European Foundation for Quality Management (EFQM) Business Excellence Model (Latest) .....	54
Figure 2.4: EFQM Values as 8 Fundamental Concepts of Excellence .....	55
Figure 2.5: Business Excellence Framework, Malaysia .....	57
Figure 2.6: Hypothesised Model of Moderating Impact of Transformational Leadership, Knowledge Management on Organisational Excellence .....	110
Figure 4.1: Scree Plot for Organisational Excellence .....	166
Figure 4.2: Scree Plot for Transformational Leadership .....	169
Figure 4.3: Scree Plot for Knowledge Management .....	172
Figure 4.4: Scree Plot for Entrepreneurial Orientation .....	175
Figure 4.5: Interaction Effect Between Transformational Leadership and Organisation Excellence .....	199
Figure 4.6: Interaction Effect Between Knowledge Management and Organisation Excellence .....	200
Figure 4.8: Revised Model of Moderating Impact of Transformational Leadership, Knowledge Management on Organisational Excellence .....	205

## **LIST OF ABBREVIATIONS**

ANOVA:	Analysis of Variance
ASUP:	Academic Staff Union of Polytechnics
ASUU:	Academic Staff Union of Universities
CAE:	Canada Award of Excellence
CBN:	Central Bank of Nigeria
CEO:	Chief Executive Officer
COEASU:	Colleges of Education Academic Staff Union
EFQM:	European Foundation for Quality Management
FGN:	Federal Government of Nigeria
FME:	Federal Ministry of Education
HEI:	Higher Education Institution
JUSE:	Union of Japanese Scientists and Engineers
KMO:	Kaiser-Meyer-Olkin
MBNQA:	Malcolm Baldrige National Quality Award
MPC:	Malaysian Productivity Corporation
MSA:	Measure of Sampling Adequacy
NBS:	National Bureau of Statistics
NBTE:	National Board for Technical Education
NCCE:	National Commission for Colleges of Education
NGO(s):	Non-Governmental Organisation(s)
NPC:	National Productivity Council (Malaysia)
NPE:	National Policy on Education



NUC:	National Universities Commission
PCA:	Principal Component Analysis
PMQA:	Prime Minister Quality Award
SSS:	Senior Secondary School
TETFund:	Tertiary Education Trust Fund
TQM:	Total Quality Management
UNN:	University of Nigeria, Nsuka

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 BACKGROUND**

The importance of quality products had long been acknowledged through the efforts of Union of Japanese Scientist and Engineers (JUSE) and through the publication of *In Search of Excellence* by Peters and Waterman (1982). This strive towards excellence had been further encouraged through the establishment of excellence awards by countries and organisations. These awards were in form of the Deming Prize in Japan, Malcolm Baldrige National Quality Improvements Act of 1987 in America and the European equivalent in form of European Foundation for Quality Management (EFQM Act, 1987; EFQM, 2014). To underscore the importance of excellent performances, other countries of the World had also adapted the excellence awards systems mentioned above as organisations were expected to display excellent performances for the benefit of all stakeholders (Klefsjö, Bergquist & Garvare, 2008; Talwar, 2011). Many countries of the world had been putting measures in place towards ensuring World Class status and performances for organisations that operate in them. Higher education institutions were not excluded from this search for excellent performance.

To be able to achieve the primary aim of its establishment, every organization, either in the manufacturing or service industry (higher education institutions inclusive) must aim at ensuring excellent performances in its activities. The need for continuous improvements, especially in the higher education institutions, was more necessary with

The contents of  
the thesis is for  
internal user  
only

## REFERENCES

- Abdul Rahaman, Abdullah, Agus & Rahmat (2007). Universities- Workplace competency Gaps: A feedback from Malaysian practising Accountants. *Journal of Financial Reporting*, 5(1), 119 -137.
- Abdulkareem, A.Y. & Oyeniran, S. (2011). Managing the Performance of Nigerian Universities for Sustainable Development Using Data Envelopment Analysis. *International Journal of Academic Research in Business and Social Sciences*, 1, Special Issue
- Abel, M. (2008). Competencies management and learning organizational memory. *Journal of Knowledge Management*, 12(6), 15-30.
- Adams, G. L., & Lamont, B. T. (2003). Knowledge management systems and developing sustainable competitive advantage. *Journal of Knowledge Management*, 7(2), 142-154.
- Affendy A. H., Nizam, A., Talib, A. & Abdul Rahim, A. (2011). The Effects of Entrepreneurial Orientation on Firm Organisational Innovation and Market Orientation towards Firm Business Performance. *International Proceedings of Economics Development & Research*, 10, 280-284.
- Alannah E. R., & Griffin, M. A. (2004). Dimensions of Transformational Leadership: Conceptual and empirical extensions. *The Leadership Quarterly*, 15, 329-354.
- Alexandrova, M. (2004). Entrepreneurship in a transition economy: The impact of environment on entrepreneurial orientation. *Problems & Perspectives in Management*, 2, 140-148.

- Alice L., & Lambermont-Ford, J. (2010). Knowledge Sharing in Organisational Contexts: a motivation-based perspective. *Journal of Knowledge Management*, 14(1), 51-66.
- Amar, A. D. (2004). Motivating knowledge workers to innovate: a model integrating motivation dynamics and antecedents. *European Journal of Innovation Management*, 7(2), 89-101.
- Anderson, L. (2012). Fertile Ground: The Future of Higher Education in the Arab World. *Social Research*, 79 (2), 771 – 785.
- Andreeva T. & Kianto A. (2011). Knowledge Processes, knowledge-intensity and motivation: a moderated mediation analysis. *Journal of Knowledge Management* 15(6), 1016-1034.
- Ardi, R., Hidayatno, A. & Zagloel, T. Y. M. (2012) Investigating relationships among quality dimensions in higher education. *Quality Assurance in Education*, 20 (4), 408-428.
- Arling, P. A. & Chun, M. W. S. (2010). Facilitating new knowledge creation and obtaining knowledge management maturity. *Journal of Knowledge Management*, 15(2), 231-250.
- Armstrong, M. (2005). *A Handbook of Human Resource Management Practice*. New Delhi: Kogan-Page Publishers.
- Ashly W. W. & Barlau N. Addressing Survey Nonresponse Issues: Implications for ATE Principal Investigators, Evaluators, and Researchers <http://evalu->

[ate.org/downloads/resources/Survey\\_nonresponse\\_issues, Implications for ATE PIs\\_researchers\\_evaluators.pdf](http://ate.org/downloads/resources/Survey_nonresponse_issues_Implications_for_ATE_PIs_researchers_evaluators.pdf) Accessed on 05/01/2014

Aslam, H. S. S., Shahzad, K., Syed, A. R., & Ramish, A. (2013). Social Capital and Knowledge Sharing as Determinants of Academic Performance. *Journal of Behavioral & Applied Management*, 25-41.

ASUU (Academic Staff Union of Universities) [www.asuu-ng.org/test/exesumcnanu.pdf](http://www.asuu-ng.org/test/exesumcnanu.pdf) accessed 12th February, 2014.

Atuahene-Gima, K., & Ko, A. (2001). An Empirical Investigation of the Effect Market Orientation and Entrepreneurship Orientation Alignment on Product Innovation. *Organization Science*, 12(1), 54-74.

Avolio, B. J. (1999). *Full leadership development: Building the vital forces in organizations*. Thousands Oaks, California: Sage Publications.

Avolio, B. J., Bass, M. B., & Jung, D. I. (1999). Reexamining the components of transformational and transactional leadership using the Multifactor Leadership Questionnaire. *Journal of Occupational and Organizational Psychology*, 72, 441-462.

Ayub, D. & Othman, N. (2013). Entrepreneurship Management Practices in Creating Effective Schools. *Asian Social Science*; 9(12), 69-79.

Babalola, J. B. (2001): University Funding, Responses and Performance under a Declining Economy in Nigeria. *Staff Research and Seminar Series No.1* <http://www.aau.org/studyprogram/notpub/babalol2.pdf>.

Babalola, J B. (2007). Reinventing Nigerian higher education for youth employment in a

- competitive global economy. *Distinguished Personality Lecture*. Calabar: Department of Educational Administration and Planning, University of Calabar.
- Babbie, E. and Mouton, J. (2001). *The Practice of Social Research*. Cape Town; Oxford University.
- Badri, M. A., Selim, H., Alshare, K., Grandon, E. E., Younis, H., & Abdulla, M. (2006). The Baldrige Education Criteria for Performance Excellence Framework: Empirical test and validation. *International Journal of Quality & Reliability Management*, 23(9), 1118-1157.
- Bakar, L. J. A., & Ahmad, H. (2010). Assessing the relationship between firm resources and product innovation performance: A resource-based view. *Business Process Management Journal*, 16(3), 420-435.
- Barnett, R. (1992), *Improving Higher Education: Total quality Care*. Buckingham: SHRE/Open University Press.
- Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 17(1), 99-120.
- Baron, R. M. & Kenny, D. A. (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.
- Bass, M. B. (1985). *Leadership and performance beyond expectations*. New York: Free Press.

- Bass, B. (1997). Does the transactional-transformational leadership paradigm transcend organizational and national boundaries? *American Psychologist*, 52, 130-139.
- Bass, M. B. (1998). *Transformational leadership: Industry, military, and educational impact*. New Jersey: Mahwah Erlbaum.
- Bass, M. B., & Avolio, B. J. (1990). Developing transformational leadership: 1992 and beyond. *Journal of European Industrial Training*, 14, 21-27.
- Bass, M. B., & Avolio, B. J. (1994). Shatter the glass ceiling: Women may make better managers. *Human Resources Management Journal*, 33, 549-560.
- Bass, M. B., Avolio, B. J., Jung, D.I., & Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership. *Journal of Applied Psychology*, 88(2), 207-21.
- Bass, M. B. & Bass R. (2008). *The Bass Handbook of Leadership* (4<sup>th</sup> ed.). New York: Free Press.
- Baumol, W. J. (1990). Entrepreneurship: Productive, Unproductive, and Destructive. *Journal of Business Venturing*, 11, 3-22.
- Behling, O. & McFillen, J. M. (1996). A Syncretical model of charismatic/transformational leadership. *Groups & Organization Management*, 31, 237 – 263.
- Benneworth, P. & Jongbloed, B. W. (2010). Who matters to universities? A stakeholder perspective on humanities, arts and social sciences valorization. *High Education*, 59, 567–588.



- Berson & Linton (2005). An examination of the relationships between leadership style, quality, and employee satisfaction in R&D versus administrative environments. *R&D Management*, 35(1), 51–60.
- Bhuian, S. N., Mengue, B., & Bell, S. J. (2005). Just entrepreneurial enough: the moderating effect of entrepreneurship on the relationship between market orientation and performance. *Journal of Business Research*, 58, 9-17.
- Binkauskas, G. (2012). Academic entrepreneurship: Barriers and fears versus wishes and opportunities. *International Journal of Technology Management & Sustainable Development*, 11(3), 231–244.
- Bjorkman, H. & Sundgren, M. (2005). Political Entrepreneurship in action research: learning from two cases. *Journal of Organizational Change Management*, 18(5), 399-415.
- Blackmore, J., & Douglas, A. (2003). Towards a “better” University: the Use of the EFQM Model in a UK Higher Education Institution. *Asian Journal on Quality*, 4(2), 1-15.
- Bosetti, L. & Walker, K. (2010). Perspectives of UK Vice-Chancellors on Leading Universities in a Knowledge-Based Economy, *Higher Education Quarterly*, 64 (1), 4–21.
- Bou-Llusar, J. C., Escrig-Tena, A. B., Roca-Puig, V., & Beltrán-Martín, I. (2005). To what extent do enablers explain results in the EFQM excellence model?: An empirical study. *International Journal of Quality & Reliability Management*, 22(4), 337-353.

- Bou-Llusar, J. C., Escrig-Tena, A. B., Roca-Puig, V., & Beltrán-Martín, I. (2009). An empirical assessment of the EFQM Excellence Model: Evaluation as a TQM framework relative to the MBNQA Model. *Journal of Operations Management*, 27(1), 1-22.
- Bratianu, C., & Orzea, I. (2010). Organizational Knowledge Creation. *Management. Marketing Challenges for Knowledge Society*, 5 (3), 41-62.
- Brown, A. (2013). Quality: where have we come from and what can we expect? *The TQM Journal*, 25(6), 585-596.
- Brown, M. G. (2014). *Baldrige Award Winning Quality*. New York: Taylor & Francis.
- Burns J. M. (1978) *Leadership*. New York: Harper & Row.
- Burrows, J. (1999). Going beyond labels: A framework for profiling institutional stakeholders. *Contemporary Education*, 70(4), 5–10.
- Butera F. (2000) Adapting the Pattern of University Organisation to the Needs of the Knowledge Economy. *European Journal of Education*, 35(4), 403-419.
- Byrne B. M. (2010). *Structural Equation Modeling with AMOS - Basic Concepts, Applications, and Programming*. New York: Taylor & Francis Group.
- Campbell, I. & Dealtry, R. (2003). The new generation of corporate universities – co-creating sustainable enterprise and business development solutions. *Journal of Workplace Learning*, 15(7), 368 – 381.
- Carrier, C., Raymond, L., & Eltaief, A. (2004). Cyberentrepreneurship: A multiple case study. *International Journal of Entrepreneurial Behaviour & Research*, 10(5), 349-

363.

Cassell C, Symon G, Buehring A. & Johnson, P. (2006). The role and status of qualitative methods in management research: an empirical account. *Management Decision*, 44(2), 290 – 303.

Chi, M. (2010). Government aims to attract 200,000 international students by 2020. *The Malaysia Insider*  
<http://www.themalaysianinsider.com/malaysia/article/government-aims-to-attract-200000-international-students-by-2020/>

Christensen, K. S. & Bang, H. K. (2003). Knowledge Management in a process-oriented organization: three perspectives. *Journal of Knowledge Management*, 7(3), 116-128.

Clulow, V., Gerstman, J., & Barry, C. (2003). The resource-based view and sustainable competitive advantage: the case of a financial services firm. *Journal of European Industrial Training*, 27(5), 220-232.

Conti, T. A. (2007). A history and review of the European Quality Award Model. *The TQM Magazine*, 19(2), 112-128.

Corallo, A., Lazoi, M., Margherita, A. & Scalvenzi, M. (2010). Optimizing competence management processes: A case study in the Aerospace Industry. *Business process Management Journal*, 16(2), 297-314.

Cordeiro, C., Machas, A. & Neves, M. M. (2010). A case study of a Customer Satisfaction Problem: Bootstrap and Imputation Techniques in Vinzi, V. E., Chin W. W., Henseler, J. & Wang, H. (2010) *Handbook of Partial Least Squares: Concepts, Methods and Application*. Germany: Springer

- Covin, J. G. & Slevin, D. P. (1991). A Conceptual Model of Entrepreneurship as Firm Behaviour. *Entrepreneurship: Theory & Practice, Fall*, 7-25.
- Covin, J. G., & Covin, T. J. (1990). Competitive aggressiveness, environmental context, and small firm performance. *Entrepreneurship: Theory and Practice, Summer*, 35-50.
- Crossman, J. E & Clarke, E. M. (2010). International experience and graduate employability: stakeholder perceptions on the connection. *High Education*, 59, 599–613.
- Crowther, D. & Lancaster, G. (2009). *Research Methods: A concise introduction to research in management and business consultancy*. Boston: Elsevier Butterworth-Heinemann.
- Cunha, A. B. (2009). Convergence and Innovation in Telecommunications Services: An Assessment from the Perspective of the Complementary Assets and Dynamic Capabilities Theories. *International Journal of Innovation and Technology Management*, 6(1), 41-58.
- Daily Trust, Oct. 10, 2013. N100b Funds For Varsities Idle As Strike Lingers. Accessed at <http://dailytrust.info/index.php/education/7280-n100b-funds-for-varsities-idle-as-strike-lingers> on 29th January, 2014
- Dallas, H., & Grimmer, M. (2007). The mix of qualitative and quantitative research in major marketing journals, 1993-2002. *European Journal of Marketing*, 41(1/2), 58 – 70.
- Darroch, J. & McNaughton, R. (2002). Examining the link between knowledge

- management practices and types of innovation. *Journal of Intellectual Capital*, 3(3), 210-222.
- Davenport, T. H. (1993). *Process Innovation: Reengineering Work through Information Technology*. USA: Ernst & Young.
- Davenport, T. H. (2005). *Thinking for a Living: How to Get Better Performance and Results from Knowledge Workers*. Boston: Harvard Business School Press.
- Davenport, T. H. & Prusak, L. (1998). *Working Knowledge: How Organisations Manage What They Know*. Boston: Harvard Business School Press.
- Davis D., (2005). *Business Research for Decision Making*. USA: Thomson Brooks/Cole.
- Dawei, L., Alan, B., & Simon, C. (2011). Re-investigating business excellence: Values, measures and a framework. *Total Quality Management & Business Excellence*, 22(12), 1263-1276.
- Donate, M. J. & Canales, J. I. (2011). A new approach to the concept of knowledge strategy. *Journal of Knowledge Management*, 16(1), 22-44.
- Donate, M. J. & Guadamillas, F. (2011). Organizational factors to support knowledge management and innovation. *Journal of Knowledge Management*, 15(6), 890-914.
- Dora, M. T. & Hussin, H. (2012). Impacts of Training on Knowledge Dissemination and Application among Academics in Malaysian Institutions of Higher Education. *Asian Social Science*, 8(1), 146-156.
- Easterby-Smith, M., Thorpe R. & Jackson, P. R. (2008). *Management Research*. London: Sage Publications Ltd.

- EFQM - European Foundation for Quality Management- (2014): Business Excellence Model. Available at [www.efqm.org](http://www.efqm.org) Accessed 06/08/2014)
- Ellis, R. (1993). The Management of Quality in the University of Ulster. *Higher Education*, 25(3), 239-257.
- Emerald: Malaysia prime minister award result (49)  
<http://www.emeraldinsight.com.eserv.uum.edu.my/search.htm?PHPSESSID=da0d705pggg3r2n9grgr9jddf7&st1=malaysia+prime+minister+quality+award&ct=all&ec=1&bf=1&go=Go> none discuss
- Emery & Barker (2007). The Effect of Transactional and Transformational Leadership Styles on the Organizational Commitment and Job Satisfaction of Customer Contact Personnel. *Journal of Organizational Culture, Communications and Conflict*, 11(1), 77-90.
- Epps, E. G. (1973). Education for Black Americans: Outlook for the Future. *The School Review*, 81 (3), 315 – 330.
- Esson, J. & Ertl, H. (2013). Securing the Future of Higher Education in England. *The Political Quarterly*, 84.(3), 404 – 410.
- Eskildsen, J. K., Kristensen, K., & Juhl, H. J. (2001). The criterion weights of the EFQM excellence model. *International Journal of Quality & Reliability Management*, 18(8), 783-795.
- Federal Ministry of Education (2014). Federal Universities Must Sit or Perish. <http://www.fme.gov.ng/index.php/2012-03-16-05-02-06/press-releases/item/52-federal-universities-must-sit-up-or-perish>. Accessed on 03/01/2014.

- Fischer, G. (2014). Beyond hype and underestimation: identifying research challenges for the future of MOOCs. *Distance Education*, 35 (2), 149–158.
- Fisher, D. C. (1994). *Measuring Up to the Baldrige: A Quick & Easy Self-Assessment Guide For Organizations Of All Sizes*. USA: Amacom
- Foster, D. & Jonker, J. (2003) Third Generation quality management: The role of stakeholders in integrating business into society. *Managerial Auditing Journal*, 18(4), 323-328.
- Frank, H., Korunka, C., Lueger, M., & Mugler, J. (2005). Entrepreneurial Orientation and education in Austrian secondary schools: Status quo and recommendations. *Journal of Small Business and Enterprise Development*, 12(2), 259-273.
- Fuller, J. B., Hester, K., & Cox, S. S. (2010). Proactive Personality and Job Performance: Exploring Job Autonomy as a Moderator. *Journal of Management Issues*, XXVI(1), 35-51.
- Gabriel, A. (2011). Nigerians' penchant for foreign schools and implications for the economy. *National Accord*  
[http://nationalaccordnewspaper.com/index.php?option=com\\_content&view=article&id=3070:nigerians-penchant-for-foreign-schools-and-implications-for-the-economy&catid=59:education&Itemid=57](http://nationalaccordnewspaper.com/index.php?option=com_content&view=article&id=3070:nigerians-penchant-for-foreign-schools-and-implications-for-the-economy&catid=59:education&Itemid=57)
- George S. (1992). *The Baldrige Quality System: The Do-It-Yourself Way to Transform Your Business*. New York: John Wiley & Sons, Inc.

- George S. (1997). *Uncommon Sense: Creating Business Excellence in Your Organization*. USA: John Wiley & Sons, Inc.
- George, B. A. & Marino L. (2011). The Epistemology of Entrepreneurial Orientation: Conceptual Formation, Modeling, and Operationalization. *Entrepreneurship: Theory and Practice*, Sept, 989-1024.
- Goi, C. L., & Goi, M. T. (2009). Rebranding of Higher Educational Institutions in Malaysia. *International Journal of Business and Management*, 170-177.
- Golden-Biddle, K., & Locke, K. (1993). Appealing work: an investigation of how ethnographic texts convince. *Organisation Science*, 4(2), 595-616.
- Gómez, J. G., Costa, M. M., & Lorente, Á. R. M. (2011). A critical evaluation of the EFQM model. *International Journal of Quality & Reliability Management*, 28(5), 484-502.
- Gottschalk, P., & Smith, R. (2011). Criminal Entrepreneurship, white-collar criminality, and neutralization theory. *Journal of Enterprising Communities: People and Places in the Global Economy*, 5(4), 300-308.
- Grifoll, J., Hopbach, A., Kekäläinen, H., Lugano, N., Rozsnyai, C. & Shopov, T. (2012). Quality Procedures in the European Higher Education Area and Beyond – Visions for the Future. Available at [www.enqa.eu/pubs.lasso](http://www.enqa.eu/pubs.lasso) accessed on 06/08/2014.
- Grigg, N., & Mann, R. (2008). Promoting excellence: an international study into creating awareness of Business Excellence models. *The TQM Journal*, 20(3), 233-248.



- Groves, R. M. and Peytcheva, E. (2008). The Impact of Nonresponse Rates on Nonresponse Bias: A Meta-Analysis. *Public Opinion Quarterly*, 72 (2), 167-189.
- Haarmann, J., Kahlert, T., Langenberg, L., & Muller-Prothmann, T. (2009). K.exchange: A Systematic Approach to Knowledge Transfer of the Aging Workforce. The India: Icfai university Press
- Hair, J. F., Babin, R., Money A. H., & Samouel, P. (2003) *Essentials of Business Research Methods*. USA: John Wiley & Sons, Inc.
- Hair, J. F., Black, W. C., Babin, B. J., and Anderson, R. E. (2010). 7<sup>th</sup> Ed. *Multivariate Data Analysis- A Global Perspective*. New Jersey: Pearson Education, Inc
- Hair, J. F., Money A. H., Samouel P., and Page M. (2007). *Research Methods for Business*. England: John Wiley & Sons Ltd.
- Hardy, C. (1990). “Hard” Decisions and “Though” Choices: The Business Approach to University Decline. *Higher Education*, 20(3), 301-321.
- Hayes, F. A. (2014). *Introduction to Mediation, Moderation, and Conditional Process Analysis- A Regression-Based Approach*. New York: Guilford Press
- Heaphy, M. S. & Gruska, G. F. (1995). *The Malcolm Baldrige National Quality Award: A Yardstick for Quality Growth*. USA: Addison-Wesley Publishing Company.
- Hebscohost 1: MALAYSIA EXCELLENCE 111 results none discuss PMQA but TQM only <http://ehis.ebscohost.com.eserv.uum.edu.my/ehost/results?sid=a8f1eb0c-d8bd-46f4-82d5->

[394b07f6a035%40sessionmgr11&vid=9&hid=6&bquery=malaysia+and+excellence  
&bdata=JmRiPWJ0aCZ0eXBIPtAmc2l0ZT1laG9zdC1saXZlJnNjb3BIPXNpdGU%  
3d](http://ehis.ebscohost.com.eserv.uum.edu.my/ehost/results?sid=a8f1eb0c-d8bd-46f4-82d5-394b07f6a035%40sessionmgr11&vid=9&hid=6&bquery=malaysia+and+excellence&bdata=JmRiPWJ0aCZ0eXBIPtAmc2l0ZT1laG9zdC1saXZlJnNjb3BIPXNpdGU%3d) 30/12/12

Hebscohost 3: Malaysia Prime Minister Quality Award

[http://ehis.ebscohost.com.eserv.uum.edu.my/ehost/results?sid=a8f1eb0c-d8bd-46f4-82d5-  
394b07f6a035%40sessionmgr11&vid=11&hid=6&bquery=malaysia+and+excellence&bdat  
a=JmRiPWJ0aCZ0eXBIPtAmc2l0ZT1laG9zdC1saXZlJnNjb3BIPXNpdGU%3d](http://ehis.ebscohost.com.eserv.uum.edu.my/ehost/results?sid=a8f1eb0c-d8bd-46f4-82d5-394b07f6a035%40sessionmgr11&vid=11&hid=6&bquery=malaysia+and+excellence&bdata=JmRiPWJ0aCZ0eXBIPtAmc2l0ZT1laG9zdC1saXZlJnNjb3BIPXNpdGU%3d)

Hebscohost 2: MALAYSIA QUALITY AWARD 20 results

[http://ehis.ebscohost.com.eserv.uum.edu.my/ehost/results?sid=a8f1eb0c-d8bd-46f4-  
82d5-  
394b07f6a035%40sessionmgr11&vid=10&hid=6&bquery=malaysia+and+excellenc  
e&bdata=JmRiPWJ0aCZ0eXBIPtAmc2l0ZT1laG9zdC1saXZlJnNjb3BIPXNpdGU  
%3d](http://ehis.ebscohost.com.eserv.uum.edu.my/ehost/results?sid=a8f1eb0c-d8bd-46f4-82d5-394b07f6a035%40sessionmgr11&vid=10&hid=6&bquery=malaysia+and+excellence&bdata=JmRiPWJ0aCZ0eXBIPtAmc2l0ZT1laG9zdC1saXZlJnNjb3BIPXNpdGU%3d) 30/12/12

Henk ter Bogt & Helden Jan van, (2012). The practical relevance of management accounting research and the role of qualitative methods therein: The debate continues. *Qualitative Research in Accounting & Management*, 9(3), 265 – 273.

Hidding, G. J., Wilson, T., Williams J. R., & Kuncheria, T. (2008). Complementary Resources' Role in First Movers and Followers in I.T. Industries. *Journal of Information Science and Technology*, 5(3), 3-23.

Hodgkinson, M. & Brown, G. (2003). Enhancing the Quality of Education: A Case Study and Some Emerging Principles. *Higher Education*, 45(3), 337-352.

- Hoffman, J. J., Hoelscher, M. L., & Sherif, K. (2005). Social Capital, Knowledge Management, and sustained superior performance. *Journal of Knowledge Management*, 9(3), 93-100.
- House, R. J. (1996). Path-goal theory of leadership: Lessons, legacy, and a reformulated theory. *Leadership Quarterly*, 7, 323-352.
- Houston, D. (2008). Rethinking quality and improvement in higher education. *Quality Assurance in Education*, 16 (1), 61-79
- IBM Corporation, (1989, 2011). User Manual for SPSS 20
- Israel, G. D. (2013) Combining Mail and E-Mail Contacts to Facilitate Participation in Mixed-Mode Surveys. *Social Science Computer Review*, 31(3), 346-358.
- Jayamaha, N. P., Grigg, N. P., & Mann, R. S. (2011). Empirical analysis of the Baldrige Criteria as both an organisational performance measure and a theoretical model. *Measuring Business Excellence*, 15(1), 20-33.
- Jeewon, C., Park, I., & Michel, J. W. (2011). How does leadership affect information system success? The role of transformational leadership. *Information & Management*, 48, 270-277.
- Jose, P. E. (2014). *Doing Statistical Mediation and Moderation*. New York: The Guilford Press
- Jstor: Malaysia prime minister award result (179) none found  
[http://www.jstor.org.eserv.uum.edu.my/action/doBasicResults?la=&wc=on&fc=off](http://www.jstor.org.eserv.uum.edu.my/action/doBasicResults?la=&wc=on&fc=off&vf=all&bk=off&pm=off&jo=off&ar=off&re=off&ms=off&Query=malaysia+prim)  
[http://www.jstor.org.eserv.uum.edu.my/action/doBasicResults?la=&wc=on&fc=off](http://www.jstor.org.eserv.uum.edu.my/action/doBasicResults?la=&wc=on&fc=off&vf=all&bk=off&pm=off&jo=off&ar=off&re=off&ms=off&Query=malaysia+prim)

[e+minister+quality+award&sbq=malaysia+prime+minister+quality+award&prq=malaysia+prime+minister+award&si=1&aori=a&so=rel&hp=50&Go=Go](#)

Judd, C. H. (1942). The Future of American Education. I. *The School Review*, 50 (8), 559-567.

Judd, C. H. (1942). The Future of American Education. II. *The School Review*, 50 (9), 621-628.

Kandiko, C. B. (2012) Leadership and creativity in higher education: the role of Interdisciplinarity. *London Review of Education*, 10(2), 191–200.

Kanji, G. K. (2002). *Measuring Business Excellence*. London: Routledge.

Kanji, G. K. (2006). *Measuring Business Excellence*, New York: Routledge.

Kanji, G. K., & Wong, A. (1999). Business excellence model for supply chain management. *Total Quality Management*, 10(8), 1147-1168.

Kim, D. Y., Kumar, V., & Murphy, S. A. (2010). European foundation for quality management business excellence model: An integrative review and research agenda. *International Journal of Quality & Reliability Management*, 27(6), 684-701.

Kim, S. & Lee, H. (2006). The Impact of Organizational Context and Information Technology on Employee Knowledge-Sharing Capabilities. *Public Administration Review*, 66(3), 370-385.

Klefsjö, B., Bergquist, B., & Garvare, R. (2008). Quality management and business excellence, customers and stakeholders: Do we agree on what we are talking about, and does it matter? *The TQM Journal*, 20(2), 120-129.

Kotabe, M., Dunlap-Hinkler D., Parente, R., & Mishra, H. A. (2007). Determinants of

- Cross-National Knowledge Transfer and Its Effect on Firm Innovation. *Journal of International Business Studies*, 38(2), 259-282.
- Krishnaveni, R. & Sujatha, R. (2012). Communities of Practice: An Influencing Factor for Effective Knowledge Transfer in Organizations. *Journal of Knowledge Management, IUP*, 10(1), 26-40.
- Kwiatkowski, S. (1990). Survival through Excellence: Prospects for the Polish University. *European Journal of Education*, 25(4), 391-398.
- Kumar, M. R. (2007). Comparison between DP and MBNQA: convergence and divergence over time. *The TQM Magazine*, 19(3), 245-258.
- Lai, H., Chiu, Y., & Liaw, Y. (2010). Can external corporate venturing broaden firm's technological scope? The role of complementary assets. *Journal of Engineering and Technology Management*, 27, 183-196.
- Lam, A. & Lambermont-Ford, J. (2010). Knowledge sharing in organisational context: a motivation-based approach. *Journal of Knowledge Management*, 14(1), 51-66.
- Laurie, E. P. & Lavigna, B. (2010). Transformational Leadership and Public service Motivation: Driving individual and Organisational Performance. *Public Administration Review*, Sept/Oct,
- Lee S., Kim, B. G. & Kim, H. (undated). An Integrated View of knowledge Management for Performance. *Journal of Knowledge Management*, 16(2), 183-203.
- Lee, C., Tsai, D. S., & Amjadi, M. (2011). The Adaptive Approach: Reflections on Knowledge Management Models. *Journal of Management Inquiry*
- Lee, L. T., & Sukoco, B. M. (2011). Risk-Taking as a Moderator of the Effect of Team

- Reflexivity on Product Innovation: An Empirical Study. *International Journal of Management*, 28(4), 263- 274.
- Li, Y., Liu, X., Wang, L., Li, M., & Guo, H. (2009). How Entrepreneurial Orientation Moderates the Effect of Knowledge Management on Innovation. *Systems Research and Behavioural Science*, 26, 645-660.
- Little R. J. A. & Rubin D. B. (2002). *Statistical Analysis with Missing Data*. New Jersey: Wiley.
- Lomas, L. (2004). Embedding quality: the challenges for higher education. *Quality Assurance in Education*, 12(4), 157-165.
- Long, C. (2013). The Changing Face of Higher Education: The Future of the Traditional University Experience. Xiii, 58 – 63. Available at [www.harvardkennedyschoolreview.com](http://www.harvardkennedyschoolreview.com) Accessed on 07/08/2014.
- Lumpkin, G. T., & Dess, G. G. (1996) Clarifying the Entrepreneurial Orientation Construct and Linking It to Performance. *The Academy of Management Review*, 21(1), 135-172.
- Lumpkin, G. T. & Dess, G. G. (2001). Linking two dimensions of entrepreneurial orientation to firm performance: The moderating role of environment and industry life cycle. *Journal of Business Venturing*, 16 (5), 429-451.
- Lustri D., Miura, I., & Takahashi, S. (2007). Knowledge Management Model: practical application for competency development. *The Learning Organisation*, 14(2), 186-202.

Malcolm Baldrige National Quality Improvement Act of 1987

Mars, M. M. & Rios-Aguilar, C. (2010). Academic entrepreneurship (re)defined: significance and implications for the scholarship of higher education. *High Education*, 59, 441–460.

Mårtensson, M. (2000). A critical review of knowledge management as a management tool. *Journal of knowledge management*, 4(3), 204-216.

McFadzean, E., O'Loughlin, A., & Shaw E. (2005). Corporate entrepreneurship and innovation part 1: the missing link. *European Journal of Innovation Management*, 8(3), 350-372.

McNeish, J. & Mann, I. J. S. (2010). Knowledge Sharing and Trust in Organizations. *Journal of Knowledge Management*, 18(1/2), 18-38.

Metric Consultancy Limited (2007). Business Excellence Movement: Historical Perspective. In Patwardhan S. G. (ed), *Business Excellence: Concepts and Cases*. India: The Icfai University Press.

Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, application*. Thousand Oaks: Sage Publications

Middlehurst, R.(2001). Quality Assurance Implications of New Forms of Higher Education; European Network for Quality Assurance in Higher Education,

Miller, D., & Friesen, P. H. (1982). Innovation in conservative and entrepreneurial firms: Two models of strategic momentum. *Strategic Management Journal*, 3, 1-25.

- Miller, D. and Friesen, P. H. (1983). Strategy-making and environment: The third link. *Strategic Management Journal*. 4 (3), 221-235.
- Morris, J. H., & Snyder, R. A. (1979). A Second Look at Need for Achievement and Need for Autonomy as Moderators of Role Perception-Outcome Relationships. *Journal of Applied Psychology*, 64(2), 173-178.
- Morris, M. H. and Paul, G. W. (1987). The relationship between entrepreneurship and marketing in established firms. *Journal of Business Venturing*, 2, 247-259.
- Moustaghfir, K. (2008). The dynamics of knowledge asset and their link with firm performance. *Measuring Business Excellence*, 12(2), 10-24.
- MPC - Malaysia Productivity Corporation (2011). The Business Excellence Journey. August
- National Board for Technical Education <http://nbte.gov.ng/institutions.html>
- National Bureau of Statistics, (2010). Annual abstract of statistics. Nigeria: Federal Government of Nigeria
- National Commission for Colleges of Education [www.ncceonline.gov.ng/institutions.html](http://www.ncceonline.gov.ng/institutions.html)
- National Productivity Centre (Incorporation) (Amendment) Act, A801 1991.
- National Productivity Corporation Act (Incorporated) (Amended) 2008.
- National Salaries, Income and Wages Commission. (2013). Revised Consolidated National Universities Academic Salary Structure (CONUASS)



National Salaries, Income and Wages Commission. (2013). Revised Consolidated Polytechnic and Colleges of Education Academic Salary Structure (CONPCASS)

National Universities Commission <http://www.nuc.edu.ng/pages/universities.asp>

Ngulube, P. (2009).Utilisation of Communities of Practice in the Humanities at the Universities of KwaZulu-Natal Zululand, South Africa. *African Journal of Library Archives & Information Science*, 19(1), 1 – 12.

Nguni, Slegers and Denessen (2006). Transformational and transactional leadership effects on teachers' job satisfaction, organizational commitment, and organizational citizenship behavior in primary schools: The Tanzanian case. *School Effectiveness and School Improvement: An International Journal of Research, Policy and Practice*, 17(2), 145-177.

Nobre, F. S. & Walker, D. S. (2011). An ability-based view of the organisation: Strategic-resource and contingency domains. *The Learning Organization*, 18(4), 334-345.

Nonaka, I. (1991). The Knowledge-Creating Company. *Harvard Business Review*, Nov-Dec, 96-104.

Nonaka, I. & Takeuchi, H. (1995). *The Knowledge-Creating Company- How Japanese Companies Create the Dynamics of Innovation*. New York: Oxford University Press.

Nonaka, I., Toyama, R., Konno, N. (2000). SECI, Ba and leadership: a unified model of dynamic knowledge creation. *Long Range Planning*, 33(1), 5-34.

Nonaka, I. & von Krogh, G. (2009). Tacit Knowledge and Knowledge Conversion:

- Controversy and Advancement in Organizational Knowledge Creation Theory. *Organization Science*, 20(3), 635-652.
- Ogbogu, C. O. (2013). Policy Issues in the Administration of Higher Education in Nigeria. *World Journal of Education*, 3(1), 32-38.
- Okojie, J. A. (2011). University Autonomy: Repositioning the Nigerian Education System in the 21<sup>st</sup> Century. Nigeria: National University Commission;
- Okuwa, O.B and Campbell, O.A (2011). The Influence of Strike on the Choice of Higher Education Demand in Oyo State, Nigeria. *Journal of Emerging Trends in Economics and Management Sciences (JETEMS)*, 2 (4), 275-280.
- Olabisi, D. (2012). More students seek higher education abroad –Report. *The Punch* <http://www.punchng.com/education/more-students-seek-higher-education-abroad-report/> 04/06/2012
- Olson, K. (2006). Survey Participation, Nonresponse Bias, Measurement Error Bias, and Total Bias. *Public Opinion Quarterly*, 70(5): 737-758.
- Omerzel, D. G., Antoncic B., & Ruzzier, M. (2011) Developing and Testing a multi-dimensional knowledge management model on Slovenian SMEs. *Baltic Journal of Management*, 6(2), 179-204.
- Osman, Z., Goon, C. A., & Aris, W. H. W. (1998). Quality services: policies and practices in Malaysia. *Library Management*, 19(7), 426 – 433.
- Osseo-Asare, A. E., Longbottom, D., & Murphy, W. D. (2005). Leadership best practices for sustaining quality in UK higher education from the perspective of the EFQM

- Excellence Model. *Quality Assurance in Education*, 13(2), 148-170.
- Pallant J. (2013). *SPSS Survival Manual*. Australia: Allen & Unwin
- Patwardhan S. G. (2007). Excellence in Business. In Patwardhan S. G. (ed.). *Business Excellence: Concepts and Cases*. India: The Icfai University Press.
- Pearce II, J. A., Kramer, T. R., & Robbins, D. K. (1997). Effects of Managers' Entrepreneurial Behavior on Subordinates. *Journal of Business Venturing*, 12, 147-160.
- Peet, M. (2011). Leadership transitions, tacit knowledge sharing and organizational generativity. *Journal of Knowledge Management*, 16(1), 45-60.
- Perrin, A. (2012). The practices of knowledge managers in Lafarge. *Journal of Knowledge Management*, 16(2), 204-214.
- Pertusa-Ortega, E. M., Molina-Azorin, J. F., & Claver-Cortes, E. (2010). Competitive strategy, structure and performance: A comparison of the resource-based view and the contingency approach. *Management Decision*, 48(8), 1282-1303.
- Peteraf, M. A. (1993). The Cornerstone of Competitive Advantage: A Resource-Based View. *Strategic Management Journal*, 14, 179-191.
- Peters, T. J. & Waterman, R. H. (1982). *In Search of Excellence: Lessons from America's Best-Run Companies*. New York: Harper & Row.
- Peters, T. J. & Waterman, R. H. (2004). *In Search of Excellence: Lessons from America's Best-Run Companies*. New York: Harper & Row

- Politis, Y, Litos C, and Grigoroudis, E. (2009). A business excellence model for the hotel sector: implementation to high-class Greek hotels. *Benchmarking: An International Journal*, 16(4), 462-483.
- Prabhu, V. B., & Robson, A. (2000). Impact of leadership and senior management commitment on business excellence: an empirical study in the North East of England. *Total Quality Management*, 11(4-6), 399-409.
- Prabhu, V. P., McGuire S. J., Drost, E. A., & Kwong, K. K. (2012). Proactive personality and entrepreneurial intent: Is entrepreneurial self-efficacy a mediator or moderator? *International Journal of Entrepreneurial Behaviour & Research*, 18(5), 559-586.
- Prybutok, V., & Cutshall, R. (2004). Malcolm Baldrige National Quality Award leadership model. *Industrial management & Data systems*, 104(7), 558-566.
- Quintas, P. (2002). Managing Knowledge in a New Century. In Little, S., Quintas P., & Ray, T. (eds), *Managing Knowledge: An Essential Reader*. London: The Open University
- Rafferty A. E. and Griffin M. A. (2004) Dimensions of transformational leadership: Conceptual and empirical extensions. *The Leadership Quarterly* 15, 329-354.
- Ramayah, T. (Undated). Developing and Testing Moderators and Mediators in Management Research. School of Management, Universiti Sains Malaysia, Minden, 11800 Penang. URL: <http://www.ramayah.com>
- Ranking Web of Universities <http://www.webometrics.info/en/Africa/Nigeria> accessed on 26th January, 2014.
- Ranking Web of Universities <http://www.webometrics.info/en/Africa> accessed on 26th

January, 2014.

Richard, O. C., Barnett, T., Dwyer S., & Chadwick, K. (2004). Cultural Diversity in Management, Firms Performance, and the Moderating Role of Entrepreneurial Orientation Dimensions. *The Academy of Management Journal*, 47(2), 255-266.

Robbins, J. (2008). Toward a Theory of the University: Mapping the American Research University in Space and Time. *American Journal of Education*, 114 (2), 243-272.

Rothaermel, F. (2001). Incumbent's Advantage through Exploiting Complementary Assets via Interfirm Cooperation. *Strategic Management Journal* 22, 687-699.

Santosh, B. R. & Muthiah, K. (2012). Knowledge Transfer from Repatriated Employees: The Indian Experience. *Journal of Knowledge Management IUP*, 10(1), 7-25.

Sciverse: <http://www-scopus-com.eserv.uum.edu.my/results/results.url?sort=plf-f&src=s&st1=malaysia+prime+minister+quality+award&sid=7B90CA58C5E0342F6DFCC1D9BB73145B.kqQeWtawXauCyC8ghhRGJg%3a20&sot=b&sdt=b&sl=52&s=TITLE-ABS-KEY%28malaysia+prime+minister+quality+award%29&origin=searchbasic&txGid=7B90CA58C5E0342F6DFCC1D9BB73145B.kqQeWtawXauCyC8ghhRGJg%3a2>

Sekaran, U. and Bougie, R. (2013). *Research Methods for Business: A Skill Building Approach*. New York: John Wiley & Sons, Inc.

Selvarajah, C. & Masli, E. K. (2011). Ethnic entrepreneurial business cluster development: Chinatowns in Melbourne. *Journal of Asia Business Studies*, 5(1), 42-60.

Serrano-Velarde, K. & Krücken, G. (2012). Private Sector Consultants and Public

- Universities: the challenges of Cross-Sectoral Knowledge Transfers. *European Journal of Education*, 47(2),277-289.
- Shafia, M. A., Vanani, I. R., & Mirzaei, S. F. (2011). A Model to Capture the Embedded Knowledge of Implemented Projects in Iranian Motor-Vehicle Industry. *The IUP Journal of Knowledge Management*, 9(2), 44-55.
- Shoham, S. & Perry, M. (2009). Knowledge management as a mechanism for technological and organizational change management in Israeli universities. *High Education*, 57, 227–246.
- Shu'ara J. (2010). Higher Education Statistics - Nigerian Experience in Data Collection. UNESCO Institute of Statistics Workshop on Education Statistics in Anglophone Countries, Windohek
- Silverman, D. (2000). *Doing Qualitative Research: A Practical Handbook*. London: Sage Publications.
- Smith, R. (2009). Understanding entrepreneurial behaviour in organized criminals. *Journal of Enterprising Communities: People and Places in the Global Economy*, 3(3), 256-268.
- Solomom M. R., Englis, B. G., Englis, P. D., Goldsmith, M. Valentine, L. & Bieak, N. (2005). Knowledge Management as Competitive advantage in the Textile and Apparel Value Chain. *National Textile Centre Annual Report* Sept

- Soone K. & Lee, H. (2006). The Impact of Organizational Context and information Technology on Employee Knowledge-Sharing Capabilities. *Public Administration Review*, 66(3), 370-385.
- Spreitzer, G., Perttula, K. H., & Xin, K. (2005). Traditionality Matters: An Examination of the Effectiveness of Transformational Leadership in the U.S. and Taiwan. *Journal of Organizational Behavior*, 26(3), 205-227.
- Stadler, R., Reid, S., & Fullagar, S. (2013). An ethnographic exploration of knowledge practices within the Queensland Music Festival. *International Journal of Event and Festival Management*, 4(2), 90-106.
- Symon, G., Cassell, CM (1999) (Eds), *Qualitative Methods and Analysis in Organizational Research: A Practical Guide*. London: Sage Publications.
- Tabachnick, B. G. & Fidell, L. S. (2014). *Using Multivariate Statistics*. England: Pearson Education Limited.
- Talwar, B. (2009). Comparative study of core values of excellence models vis-à-vis human values. *Measuring Business Excellence*, 13(4), 34-46.
- Talwar, B. (2011). Comparative study of framework, criteria and criterion weighting of excellence models. *Measuring Business Excellence*, 15(1), 49-65.
- Tan, K. C. (2002). A comparative study of 16 national quality awards. *The TQM Magazine*, 14(3), 165-171.
- Tan, K. C., & Khoo, H. H. (2002). The Relevance of Confucianism in Southeast Asian National Quality Awards. *International Journal of Cross Cultural Management*,

2(1), 65-82.

Tan, K. C., Wong, M. F., Mehta, T., & Khoo, H. H. (2003). Factors affecting the development of national quality awards. *Measuring Business Excellence*, 7(3), 37-45.

Tang, B., Kreiser, P. M., Marino, L., & Weaver, K. M. (2010). Exploring Proactiveness as a Moderator in the Process of Perceiving Industrial Munificence: A Field Study of SMEs in Four Countries. *Journal of Small Business Management*, 48(2), 97-115.

Tata R. (2007) in Patwardhan S. G. (ed). *Business Excellence: Concepts and Cases*. India: The Icfai University Press.

Teare, R., & Rayner, C. (2002). Capturing organizational learning. *International Journal of Contemporary Hospitality Management*, 14(7), 354-360.

Teece, D. J. (1986). Profiting from technological innovation: implications for integration, collaboration, licensing and public policy. *Research Policy*, 15, 285-305.

Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic Capabilities and Strategic Management. *Strategic Management Journal*, 18(7), 509-533.

Teske, P. & Schneider, M. (1994). The Bureaucratic Entrepreneur: The Case of City Managers. *Public Administration Review*, 54(4), 331-340.

The Nigerian Tribune (2010) University Ranking Editorial (March)  
<http://www.tribune.com.ng/index.php/editorial/2628-university-ranking.html>

11/05/12

Thompson, J. L. (2002). The world of the social entrepreneur. *International Journal of Public Sector Management*, 15(5), 412-431.



- Tripsas, M. (1997). Unraveling the Process of Creative Destruction: Complementary Assets and Incumbent Survival in the Typesetter Industry. *Strategic Management Journal*, 18, 119-142.
- Tseng, C., Pai, D. C., & Hung, C. (2011). Knowledge absorptive capacity and innovation performance in KIBS. *Journal of Knowledge Management*, 15(6), 971-983.
- Tsinidou, M. Gerogiannis, V., & Fitsilis, P. (2010). Evaluation of the factors that determine quality in higher education: an empirical study, *Quality Assurance in Education*, 18(3), 227-244.
- Tuck, C. E. (2005). A Quality Award and Stock Market Reaction: Evidence from Malaysia. *Total Quality Management*, 16(6), 681–691.
- Udida, L. A., Bassey, U. U., Udofia I. U., & Egbona, E. A. (2009). System Performance and Sustainability of Higher Education in Nigeria. 11<sup>th</sup> International Conference of Educational Management Association of South Africa
- Vanguard Editorial <http://www.vanguardngr.com/2012/01/jonathan-decries-poor-ratings-of-nigerian-varsities/> 11/05/12
- Vaivio, J. (2008). Qualitative management accounting research: rationale, pitfalls and potential. *Qualitative Research in Accounting & Management*, 5(1), 54-86.
- Walumba, F. O., Wang, P., Lawler, J. J., and Shi, K. (2004). The role of collective efficacy in the relations between transformational leadership and work outcomes. *Journal of Occupational and Organisational Psychology*, 77, 513-530.

Walumba, F. O., Orwa, B., Wang, P., Lawler, J. J., and Shi, K. (2005). Transformational Leadership, Organisational Commitment, Job Satisfaction: A comparative study of Kenya and U.S. Financial Firms. *Human Resource Development Quarterly*, 16, 235-256.

Web of Knowledge Result one  
[http://apps.webofknowledge.com.eserv.uum.edu.my/summary.do?SID=P1niki4mk42l3ni61oH&product=WOS&qid=1&search\\_mode=GeneralSearch](http://apps.webofknowledge.com.eserv.uum.edu.my/summary.do?SID=P1niki4mk42l3ni61oH&product=WOS&qid=1&search_mode=GeneralSearch) 30/12/12 same result

Wernerfelt, B. (1984). A Resource-Based View of the Firm. *Strategic Management Journal*, 5, 171-180.

Wiley online: <http://onlinelibrary.wiley.com.eserv.uum.edu.my/advanced/search/results>  
 705 results

Wold, Eriksson & Kettaneh, (2010). PLS in Data Mining and Data Integration in Vinzi, V. E., Chin W. W., Henseler, J. & Wang, H. (2010) *Handbook of Partial Least Squares: Concepts, Methods and Application*. Germany: Springer

Xu J. & Quaddus, M. (2012) Examining a Model of Knowledge Management Systems Adoption and Diffusion: A Partial Least Square approach. *Knowledge-Based System* 27, 18-28.

Yokoyama, K. (2006). Entrepreneurialism in Japanese and UK Universities: Governance, Management, Leadership, and Funding. *Higher Education*, 52(3), 523-555.

Zubac, A., Hubbard, G., & Johnson, L. W. (2010). The RBV and value creation: a

managerial perspective. *European Business Review*, 22(5), 515-538.